

**ULUNDI LOCAL MUNICIPALITY**

**SERVICE DELIVERY AND  
BUDGET IMPLEMENTATION PLAN  
2010 / 2011 FINANCIAL YEAR**

**FINAL**

## OVERVIEW

Section 1 of the Municipal Finance Management Act, Act 56 of 2003, defines the Service Delivery and Budget Implementation Plan (SDBIP) as a detailed plan approved by the mayor of a municipality in terms of Section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget , and which must include –

- (a) projections for each month of –
  - (i) revenue to be collected, by source; and
  - (ii) operational and capital expenditure, by vote
- (b) service delivery targets and performance indicators for each quarter; and
- (c) any other matters that may be prescribed.

MFMA Circular No. 13 describes the SDBIP as an essential management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The Circular further indicates that the SDBIP is a vital monitoring tool for the mayor and council of a municipality to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality.

Section 53(1) of the Municipal Finance Management Act, Act 56 of 2003, stipulates that the mayor of a municipality must –

- (a) provide general political guidance over the budget process and the priorities that must guide the preparation of a budget;
- (b) co-ordinate the annual revision of the integrated development plan in terms of Section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purposes of the budget; and

- (c) take all reasonable steps to ensure –
  - (i) that the municipality approves its annual budget before the start of the budget year;
  - (ii) that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and
  - (iii) that the annual performance agreements as required in terms of Section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers –
    - (aa) comply with this Act in order to promote sound financial management;
    - (bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and
    - (cc) are concluded in accordance with Section 57(2) of the Municipal Systems Act.

The MFMA Circular and Section 53 of the Municipal Finance Management Act clearly illustrate the importance of aligning the processes that lead to the review of the IDP, the preparation of the operational and capital budget of a municipality, the service delivery and budget implementation plan and the performance management system. The service delivery and budget implementation plan sets out at the level of each directorate objectives that are to be achieved, strategies to be implemented and targets to be reached with the resources made available as part of the budgetary process. As is the case with the performance management system the achievement of objectives and performance targets are measured by a set of key performance indicators. The achievement of the performance targets are split into four quarters making up the financial year ended 30 June 2011 – at the end of September 2010, the end of December 2010, the end of March 2011 and the end of June 2011.

In terms of Section 69(3)(a) of the Municipal Finance Management Act the accounting officer of the municipality is required no later than 14 days after the approval of an annual budget to submit to the mayor a draft service delivery and budget implementation plan for the budget year. In accordance with the provisions of Section 53(c)(ii) outlined above, the mayor of the municipality is expected

to approve the draft SDBIP within 28 days after the approval of the annual budget; ie before the commencement of the financial year for which the budget has been developed.

## POPULATION AND HOUSEHOLD DISTRIBUTION

### 2001 CENSUS

Municipality	Population	% of Dist Pop	Households	% of Dist H/holds	Persons / Hhold
Zululand District Municipality	780846	100.00%	147261	100.00%	5.29
eDumbe Local Municipality	82239	10.54%	15821	10.74%	5.20
uPhongolo Local Municipality	119779	15.35%	26953	18.30%	4.44
Abaqulusi Local Municipality	191017	24.47%	37061	25.17%	5.15
Nongoma Local Municipality	198441	25.42%	32471	22.05%	6.11
Ulundi Local Municipality	189010	24.22%	34955	23.74%	5.40

### 2007 COMMUNITY SURVEY

Municipality	Population	% of Dist Pop	Households	% of Dist H/holds	Persons / Hhold
Zululand District Municipality	902889	100.00%	155883	100.00%	5.79
eDumbe Local Municipality	75096	8.32%	15147	9.72%	4.96
uPhongolo Local Municipality	137756	15.25%	25740	16.52%	5.35
Abaqulusi Local Municipality	247628	27.43%	39866	25.58%	6.21
Nongoma Local Municipality	244501	27.08%	35293	22.64%	6.93
Ulundi Local Municipality	197908	21.92%	39837	25.56%	4.97

### PERIOD FROM 2001 TO 2007

Municipality	Population Growth	Household Growth	Persons / Household Growth
Zululand District Municipality	15.69%	5.86%	9.46%

eDumbe Local Municipality	-8.68%	-4.26%	-4.61%
uPhongolo Local Municipality	15.01%	-4.50%	20.50%
Abaqulusi Local Municipality	29.64%	7.57%	20.59%
Nongoma Local Municipality	23.21%	8.69%	13.42%
Ulundi Local Municipality	4.71%	13.97%	-7.96%

- The information contained in the above tables reflects the movement in population and households within the area of jurisdiction of the Zululand District Municipality from the Census carried out in 2001 to the Community Survey conducted in 2007;
- Only the eDumbe Local Municipality experienced a decline in population over the six year period (2001 to 2007) under review while the number of households in both the eDumbe Local Municipality and the uPhongolo Local Municipality declined over the review period;
- The population within the service area of the Ulundi Local Municipality has experienced limited growth over the assessment period under review; other than the eDumbe Local Municipality the population growth within the area of jurisdiction of the Ulundi Local Municipality is the lowest (4.71%) among the local municipalities that comprise the Zululand District Municipality over the period from 2001 to 2007;
- In terms of the number of households, however, the Ulundi Local Municipality has recorded the highest level of growth (13.97%) among the local municipalities that comprise the area of jurisdiction of the Zululand District Municipality; in this regard it is noted that both the eDumbe Local Municipality and the uPhongolo Local Municipality recorded a decline in the number of households within their respective service areas in 2007 when compared with the status in 2001;
- A further significant phenomenon is the average size of households within the Ulundi Local Municipality – this has declined from 5.40 persons per household in 2001 to 4.97 persons per household in 2007 while the average household size in both the uPhongolo Local Municipality and the Abaqulusi Local Municipality grew by more than 20% in the period from 2001 to 2007. The Ulundi Local Municipality is the only local municipality in the Zululand District Municipality where the growth in the number of households is greater than the growth in population over the six year assessment period; it is indicative of the increased urbanisation of the population within the Ulundi Local Municipality.

# **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

**2010 / 2011**

**ULUNDI MUNICIPALITY**

**INFRASTRUCTURE AND SERVICE DELIVERY**

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Expansion of the electrification of households within the Municipality	Ensure that DME funding is committed Appointment of contractor to undertake the connection of 377 rural households Completion of the contract to connect 377 rural households	July 2010 August 2010  February 2011	** **					**		
Prepare an energy master plan for the Ulundi Local Municipality's licensed area	Report to Council on the Eskom prioritisation model Ward councillors to inform communities of the Eskom prioritisation model and service provision programme Finalise preparation of energy master plan Submit the energy master plan to Council for approval Improve communications with Eskom through conduct of structured and recorded monthly meetings	July 2010 August 2010  November 2010 December 2010  Monthly meetings	** **    3			** **  3			3	
Assist Zululand District Municipality in sourcing additional funding to reduce water services backlogs	Report to Council on the Zululand District Municipality prioritisation model Ward councillors to inform communities of the Zululand District Municipality prioritisation model and service provision programme Provide support to Zululand District Municipality to obtain additional funding Improve communications with the Zululand District Municipality through the conduct of structured and recorded monthly meetings	July 2010 August 2010  August 2010 Monthly meetings	** **  ** 3						3	
Building and upgrading of access roads	Ensure that committed MIG funding is available when required Completion of the Mbangayiya Roads project	July 2010  February 2011	**					**		
Building and upgrading of access roads	Ensure that committed MIG funding is available when required Completion of the Babanango Roads Collector project	July 2010  February 2011	**					**		

## INFRASTRUCTURE AND SERVICE DELIVERY (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Upgrading of facilities for informal traders	Ensure that committed MIG funding is available when required	July 2010	**							
	Completion of the market stalls upgrading project	April 2011							**	
	Finalise the list of permit holders for the upgraded market stalls	May 2011							**	
	Formalise the occupation of the sheltered stall areas	June 2011							**	
Collection of refuse from the urban nodes and the central business district	Daily collection from the taxi / bus rank in Ulundi	312 collections	78		78		78		78	
	Weekly collection from urban households, health centres and accommodation establishments	52 collections	13		13		13		13	
	Collection from light industries and secondary nodes twice a week	104 collections	26		26		26		26	
	Monthly return reflecting the number and type of customer not provided with the targeted refuse removal service	Monthly return 100% service	3 100%		3 100%		3 100%		3 100%	
Management of the refuse removal service rendered by the external service provider	Regular monitoring of the standard and reliability of the refuse removal service rendered	Weekly	13		13		13		13	
	Renewal of annual service contract Meeting with service provider to discuss performance and other matters of interest	June 2011 Monthly	3		3		3		** 3	
Effective and structured land use planning within the Municipality	Adoption by the Council of the Municipality of a Land Use Management Plan	September 2010	**							
Provision of free basic services to registered indigent households	Review and update the register of indigent households within the Municipality	July 2010	**							
	Review the basic services policies applicable within the municipal area	August 2010	**							
	Percentage of indigent households within the Municipality with access to free basic	100%	**		**		**		**	



	services								
--	----------	--	--	--	--	--	--	--	--

## SOCIAL AND ECONOMIC DEVELOPMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Implementation of a local economic development strategy for the Ulundi Local Municipality	Review and update the local economic strategy adopted by the Council of the Municipality	August 2010	**							
	Alignment of the local economic strategy with the KwaZulu-Natal Growth and Development Strategy	August 2010	**							
	Undertake and finalise the appointment of an LED Officer for the Municipality	December 2010			**					
Promotion of tourism within the area of jurisdiction of the Ulundi Local Municipality	Review of the Municipality's Tourism Marketing Strategy	July 2010	**							
	Establishment of the Ulundi local tourism forum	September 2010	**							
	Participate in the District Municipality programme to establish and maintain tourism facilities	Monthly meetings	3		3		3		3	
	Develop detailed Ulundi tourism brochure reflecting all tourism facilities and activities within the Municipality	February 2011					**			
Promotion and development of heritage sites as tourist destinations	Plan and implement a community based event to coincide with Heritage Day	September 2010	**							
	Preparation of a business plan to develop the Kwaceza Forest area as a national heritage site	October 2010			**					
Raise awareness among community members of the HIV / AIDS pandemic	Undertake publicity campaigns to raise awareness of the HIV / AIDS pandemic	8 campaigns annually	3		1		3		1	
	Presentation of an awareness programme on World AIDS Day	December 2010			**					
Facilitation of the development of low cost housing projects	Ensure that the provision of services is aligned with the low cost housing development process for the 2011 / 2012 financial year	May 2011							**	
	Number of low cost housing units to be completed by the KZN Department of Housing in the 2010 / 2011 financial year	880 housing units	220		220		220		220	

## INSTITUTIONAL TRANSFORMATION

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Implementation of the Municipal turnaround strategy	Monitor compliance by the Directorates with the targets and due dates included in Municipality's turnaround strategy	Monthly review	**		**		**		**	
Establish the profile of the Ulundi Local Municipality within the Zululand District	Ensure effective input from the Ulundi Local Municipality at stakeholder meetings and similar forums	As Required	**		**		**		**	
	Maintain documentary record of achievements (project and other) of the Municipality	Half-yearly update			**				**	
	Provide regular feedback to communities on the progress made by the Municipality	Quarterly	**		**		**		**	
Training and equipping of members of Council and officials at the Municipality	Undertake a skills audit of all officials employed within the Municipality	December 2010			**					
	Review and update the Workplace Skills Plan for the Municipality	December 2010			**					
	Number of officials trained in accordance with the Workplace Skills Plan	20					10		10	
	Maintenance of exit interview process for officials resigning from the Municipality	Compliance	Com		Com		Com		Com	
	Maximise the training budget by utilising accredited service providers and claiming training rebates	Quarterly claims	**		**		**		**	
	Provide an induction programme for new Councillors	As required	**		**		**		**	
Ensure that all Council policies reflect current legislative priorities and requirements	Maintain a comprehensive list of all Council policies in a Municipal Code – financial, administrative and technical policies	Compliance	Com		Com		Com		Com	
	Maintain a data base (electronically if possible) of all Council policies	Compliance	Com		Com		Com		Com	
	Improvement of access to public information by making available copies of the Municipal Code at the municipal library and customer	Compliance	Com		Com		Com		Com	

	care office Regular updating of Municipal Code by including new policy amendments	As required	**		**		**		**	
--	--	-------------	----	--	----	--	----	--	----	--

### INSTITUTIONAL TRANSFORMATION (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Review of the organisational structure of the Municipality	Undertake a process of reviewing the organisational structure of the Municipality to determine its functionality Reduce the number of vacant posts within the structure of the Municipality	September 2010	**							
		Reduction by 10%			3%		3%		4%	
Ensure that the employment processes of the Municipality reflect the demographic realities within the municipal area	Review and update the Employment Equity Implementation Plan for the Municipality Compliance of recruitment processes with the stipulations of the Employment Equity Implementation Plan	September 2010  Compliance	**  Com	  	  Com	  	  Com	  	  Com	  
Efficient and effective handling of all labour related matters	Facilitate the functioning of the local Labour Forum	Compliance	Com		Com		Com		Com	
	Monitor compliance with the main collective agreement	Compliance	Com		Com		Com		Com	
	Provision of advice to the Council and management of the Municipality on the content and implications of labour legislation	Compliance	Com		Com		Com		Com	
	Ensure that the disciplinary and grievance procedures undertaken within the Municipality comply with the relevant legislative prescripts	Compliance	Com		Com		Com		Com	
	Implementation of the requirements of the Occupational Health and Safety Act at the Municipality	Compliance	Com		Com		Com		Com	
	Submission of regular reports to EXCO and the Council of the Municipality regarding the handling of all labour related matters	Monthly EXCO Quarterly Council	3 1		3 1		3 1		3 1	

## DEMOCRACY AND GOVERNANCE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Efficient and effective management of the Municipality	Timely completion of the IDP process for the 2011 / 2012 financial year	March 2011					**			
	Facilitate alignment of the programmes reflected in the IDP for the 2011 / 2012 financial year	Compliance					**		**	
	Implementation of performance management system at the Section 57 manager level in the 2010 / 2011 financial year	Six monthly review			**				**	
Promotion of community participation in the operation of the Municipality	Review and update the public participation plan for the Municipality	August 2010	**							
	Full implementation of the revised public participation plan for the Municipality	December 2010			**					
	Extend invitation to community members to attend Council meetings	Quarterly	1		1		1		1	
	Extend invitation to community members to attend IDP review meetings	Quarterly	1		1		2		2	
	Extend invitation to community members to attend Budget Review meeting	April 2011							**	
Development of a customer care culture within the Municipality	Ensure that the Customer Care Policy of the Municipality is understood by all	Quarterly workshops	1		1		1		1	
	Conduct workshops with officials to address the implementation of the Batho Pele principles	Quarterly	1		1		1		1	
	Undertake annual community survey to determine extent of implementation of Batho Pele principles	October 2010			**					
	Design and implement a complaints management system to deal effectively with	December 2010			**					

	customer concerns Monitor strategically located suggestion boxes for comments and complaints raised by customers	Weekly	**		**		**		**	
--	---	--------	----	--	----	--	----	--	----	--

## DEMOCRACY AND GOVERNANCE (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Promotion of public participation through the effective utilisation of ward committees	Undertake a skills audit of all ward committee members	December 2010			**					
	Number of ward committee meetings held in all wards	576	144		144		144		144	
	Table ward committee reports to Council	Monthly	3		3		3		3	
	Provide feedback from Council to ward committees	Quarterly	1		1		1		1	
Effective engagement by the Municipality with other public sector role players	Quarterly meetings with each of the Sector Departments to establish priorities and activities within the Municipality	Quarterly	1		1		1		1	
	Quarterly meetings with the District Municipality to establish priorities and plans for the Ulundi Local Municipality	Quarterly	1		1		1		1	
	Attendance at Provincial and District alignment forums – IDP, Planning, GIS, SDF, legislative and project meetings	Compliance	Com		Com		Com		Com	
	Facilitate alignment of the programmes reflected in the IDP for the 2011 / 2012 financial year	Compliance					**		**	
	Submission of reports to Council by Councillors serving in the Zululand District Municipality	Quarterly	1		1		1		1	
Development of a Waste Management Plan for the Municipality	Completion of the draft Waste Management Plan for comment and input	April 2011							**	
	Submission of Waste Management Plan for Council approval	June 2011							**	

Compliance with legislation and Council policies	Electricity tariffs approved by the NER Address instances of non-compliance with the OHS Act and the NER licence requirements	July 2010 Within 7 Days	** Com		Com		Com		Com	
--	--	----------------------------	-----------	--	-----	--	-----	--	-----	--

## FINANCIAL MANAGEMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Preparation and approval of the operating and capital budget of the Municipality for the 2011 / 2012 financial year	Development, submission and approval of the budget process plan Obtain inputs from all directorates within the Municipality Prepare detailed draft operating and capital budget and tariff adjustments Undertake community participation and treasury and sector consultation process Adoption by Council of the operating and capital budget of the Municipality for the 2010 / 2011 financial year	August 2010  December 2010  March 2011  April 2011  May 2011	**			**		**		**
Preparation of the Medium Term Expenditure Framework for the Municipality	Compile the Medium Term Expenditure Framework with regard to the 2012 / 2013 financial year and the 2013 / 2014 financial year	March 2011					**			
Preparation and approval of the Service Delivery and Budget Implementation Plan for the Municipality in respect of the 2011 / 2012 financial year	Preparation of the SDBIP for the 2011 / 2012 financial year Approval of the SDBIP by the Mayor for the 2011 / 2012 financial year	Within 14 days of approval of budget Within 28 days of approval of budget							**	**
Preparation and approval of an Adjustment Budget for the Municipality in respect of the 2010 / 2011 financial	Preparation of an Adjustment Budget in accordance with the provisions of Section 28 of the MFMA, as amended Approval of the Adjustment Budget for the	January 2011  January 2011					**			**

year	Municipality in respect of the 2010 / 2011 financial year									
Compliance with the reporting requirements of the Municipal Financial Management Act, Act 56 of 2003	Completion and submission for audit purposes of the annual financial statements for the 2009 / 2010 financial year Submission of monthly, quarterly and six monthly financial reports, complete and on time	August 2010	**							
		Monthly	3		3		3		3	
		Quarterly	1		1		1		1	
		Six monthly			1				1	

### FINANCIAL MANAGEMENT (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Efficient and effective control over expenditure	Adherence to all internal control mechanisms Implementation of a structured internal audit programme Containment of expenditure incurred by the Municipality for the 2010 / 2011 financial year within budgetary limits	Compliance	Com		Com		Com		Com	
		Compliance	Com		Com		Com		Com	
		96%	24%		24%		24%		24%	
Management of the relationship between the Municipality and the Auditor General	Addressing all queries raised by the Auditor General in respect of the financial statements for the year ended 30 June 2010 Nature of the audit report submitted by the Auditor General to the Province and the Council of the Municipality	November 2010			**					
		Unqualified			**					
Management and control over the assets of the Municipality	Review and update the asset management policy of the Municipality Conduct physical verification of all moveable assets owned by the Municipality Verification of all infrastructure assets within the Municipality Updating of fixed assets register to reflect all infrastructure and moveable assets within the Municipality Undertake regular scheduled and	September 2010	**							
		September 2010	**							
		November 2010			**					
		December 2010			**					

	unscheduled inspections of assets	Monthly	3		3		3		3	
Identification of projects for inclusion in the Capital Investment Framework	Prioritisation of projects submitted by community members as part of the review of the IDP	January 2011					**			
	Evaluation of each of the prioritised projects in terms of the possibility of securing funding	February 2011					**			
	Number of prioritised community projects included as part of the Capital Investment Framework	6 projects May 2011							6 **	

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

## 2010 /2011

## OFFICE OF THE



# **MUNICIPAL MANAGER**

**KEY PERFORMANCE AREA: INFRASTRUCTURE AND SERVICE DELIVERY**

## FREE BASIC SERVICES

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Provision of free basic services to registered indigent households	Review and update the register of indigent households within the Municipality	July 2010	**							
	Review the basic services policies applicable within the municipal area	August 2010	**							
	Percentage of indigent households within the Municipality with access to free basic services	100%	**		**		**		**	

## KEY PERFORMANCE AREA: DEMOCRACY AND GOVERNANCE

### STRATEGIC MANAGEMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Efficient and effective management of the Municipality	Timely completion of the IDP process for the 2011 / 2012 financial year	March 2011					**			
	Facilitate alignment of the programmes reflected in the IDP for the 2011 / 2012 financial year	Compliance					**		**	
	Receive monthly reports from each of the Directorates within the Municipality	Monthly reports	3		3		3		3	
	Convene monthly MANCO meeting at which the reports of the Directorates are considered	Monthly meeting	3		3		3		3	
	Submission of monthly reports to EXCO on the performance of the Municipality	Monthly reports	3		3		3		3	
	Implementation of performance management system at the Section 57 manager level in the 2010 / 2011 financial year	Six monthly review			**				**	

### STRATEGIC MANAGEMENT (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr
-----------	------------	---------------	---------------------	---------------------	---------------------	---------------------

			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Effective engagement by the Municipality with other public sector role players	Quarterly meetings with each of the Sector Departments to establish priorities and activities within the Municipality	Quarterly	1		1		1		1	
	Quarterly meetings with the District Municipality to establish priorities and plans for the Ulundi Local Municipality	Quarterly	1		1		1		1	
	Attendance at Provincial and District alignment forums – IDP, Planning, GIS, SDF, legislative and project meetings	As required	**		**		**		**	

## KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION

### MUNICIPAL TRANSFORMATION

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Implementation of the Municipal turnaround strategy	Monitor compliance by the Directorates with the targets and due dates included in Municipality's turnaround strategy	Monthly review	**		**		**		**	
Establish the profile of the Ulundi Local Municipality within the Zululand District	Ensure effective input from the Ulundi Local Municipality at stakeholder meetings and similar forums	As Required	**		**		**		**	
	Maintain documentary record of achievements (project and other) of the Municipality	Half-yearly update			**				**	
	Provide regular feedback to communities on the progress made by the Municipality	Quarterly	**		**		**		**	

## KEY PERFORMANCE AREA: SOCIAL AND ECONOMIC DEVELOPMENT

## LOCAL ECONOMIC DEVELOPMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Implementation of a local economic development strategy for the Ulundi Local Municipality	Review and update the local economic strategy adopted by the Council of the Municipality	August 2010	**							
	Alignment of the local economic strategy with the KwaZulu-Natal Growth and Development Strategy	August 2010	**							
	Undertake and finalise the appointment of an LED Officer for the Municipality	December 2010			**					
Establishment of local economic development initiatives through the Mayoral projects	Identify small local economic development projects to be funded in the 2010 / 2011 financial year	October 2010			**					
	Regular updating and maintenance of the local economic development projects register	Monthly					**		**	
	Number of communities or organisations to benefit through the funding provided by the Mayoral projects	4					2		2	
	Number of temporary jobs created through the implementation of capital projects undertaken by the Municipality in the 2010 / 2011 financial year	80	10		20		25		25	

## TOURISM DEVELOPMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Securing of funding to develop tourism within the area of jurisdiction of the Ulundi Local Municipality	Identify potential sources of tourism funding Preparation and submission of business plans to secure funding for the development of tourism within the Municipality	July 2010 September 2010	** **							
Promotion of tourism within the area of jurisdiction of the Ulundi Local Municipality	Review of the Municipality's Tourism Marketing Strategy Establishment of the Ulundi local tourism forum Participate in the District Municipality programme to establish and maintain tourism facilities Develop detailed Ulundi tourism brochure reflecting all tourism facilities and activities within the Municipality	July 2010 September 2010 Monthly meetings February 2011	** ** 3			3		3		3
Promotion and development of heritage sites as tourist destinations	Plan and implement a community based event to coincide with Heritage Day Preparation of a business plan to develop the Kwaceza Forest area as a national heritage site	September 2010 October 2010	**		**					
Encourage community participation in the promotion of tourism within the Municipality	Workshop communities within the Municipality on the opportunities offered by tourism for local economic development Assist communities in the identification of community based tourism (heritage and other) sites	Workshops Document Quarterly	1 **		2 **		2 **		2 **	

## KEY PERFORMANCE AREA: FINANCIAL MANAGEMENT

## CAPITAL INVESTMENT FRAMEWORK

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Identification of projects for inclusion in the Capital Investment Framework	Prioritisation of projects submitted by community members as part of the review of the IDP	January 2011					**			
	Evaluation of each of the prioritised projects in terms of the possibility of securing funding	February 2011					**			
	Number of prioritised community projects included as part of the Capital Investment Framework	6 projects May 2011							6 **	
Securing of funding for projects identified as part of the Capital Investment Framework	Submission of business plans to funding institutions for identified projects	January 2011 to June 2011					**		**	
	Number of projects identified in the Capital Investment Framework for which external funding has been secured	4					2		2	

# **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

**2010 /2011**

**CORPORATE SERVICES  
DIRECTORATE**

## KEY PERFORMANCE AREA: DEMOCRACY AND GOVERNANCE

### GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Promotion of community participation in the operation of the Municipality	Full implementation of the revised public participation plan for the Municipality	As required	**		**		**		**	
	Extend invitation to community members to attend Council meetings	Quarterly	1		1		1		1	
	Extend invitation to community members to attend IDP review meetings	Quarterly	**		**		**		**	
	Extend invitation to community members to attend Budget Review meeting	Quarterly	**		**		**		**	
	Publicise all statutory publications	April 2011 As required	**		**		**		**	
Promotion of public participation through the effective utilisation of ward committees	Conduct fresh elections of Ward Committees, new term	End of financial year 576							**	
	Number of ward committee meetings held in all wards	Monthly	144		144		144		144	
	Table ward committee reports to Exco and Council	Quarterly	3		3		3		3	
	Provide feedback from Council to ward committees		1		1		1		1	
Development of a customer care culture within the Municipality	Ensure that the Customer Care Policy of the Municipality is publicised	March 2011					**			
	Manage an effective Customer Care facility	Always	**		**		**		**	
	Undertake annual community survey to determine extent of implementation of Batho Pele principles	March 2011					**			
	Introduce SMS consumer account system for consumers with cell phone numbers	December 2010			**					
	Monitor strategically located suggestion boxes for comments and complaints raised by customers	Weekly	**		**		**		**	



--	--	--	--	--	--	--	--	--	--	--

### GOOD GOVERNANCE AND PUBLIC PARTICIPATION (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Promotion of the profile of the Municipality	Publication of a quarterly newsletter for external distribution	Quarterly	1		1		1		1	
	Regular articles published in the local news media reflecting issues of interest to the communities served	Once a month	3		3		3		3	
	Regular advertisements and / or community announcements on local radio station	Regular	6		6		6		6	
	Ensure communication of community deliverables to community	As required	**		**		**		**	
	Timely repudiation of incorrect and / or unfavourable publicity	As required	**		**		**		**	
Involvement in national and international partnership programs to enhance the capacity and image of the municipality	Establishment of the LED and Liaison office within the Project Management Division	August 2010	**							
	Initiate and maintain partnerships nationally and internationally	Regular	1		1		1		1	
	Initiate LED related programs to benefit the community organisations and the community	Regular	**		**		**		**	
	Ensure benefit from all government accessible programs	Regular					1			
	Source knowledge and conduct a workshop to benefit business entities	Monthly	3		3		3		3	
	Submit reports to Exco	Regular	**		**		**		**	
Monitor the completion of reports required in terms of the Performance Management System adopted by the Municipality	Preparation of quarterly performance reports within 15 days of the completion of the quarter	Quarterly	1		1		1		1	
	Compilation of annual performance report for the 2009 / 2010 financial year	August 2010	**							
	Compilation of annual report for the 2009 /									

	2010 financial year Compilation of annual oversight report for the 2009 / 2010 financial year	January 2011  February 2011					**			
							**			

## SECRETARIAT AND ADMINISTRATION

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Provision of a secretariat for the operation of the Council and all Council committees	Competent taking of minutes at all meetings of Council and Council committees	Compliance	Com		Com		Com		Com	
	Timely delivery of agendas for Council and Executive Committee meetings in accordance with the Municipality's Standing Rules of Order	Minimum of 48 hours before meeting	Com		Com		Com		Com	
	Timely delivery of agendas for all Portfolio Committee meetings in accordance with the Municipality's Standing Rules of Order	Minimum of 48 hours before meeting	Com		Com		Com		Com	
	Submission of reports to Council by Councillors serving in the Zululand District Municipality	Quarterly	1		1		1		1	
Management of the Portfolio Committee System of the Municipality by scheduling Portfolio Committee, EXCO and Council meetings	Scheduling of Portfolio Committee meetings during the 2010 / 2011 financial year	36 Portfolio Committee meetings	9		9		9		9	
	Scheduling of Executive Committee meetings during the 2010 / 2011 financial year	12 EXCO meetings	3		3		3		3	
	Scheduling of Council meetings during the 2010 / 2011 financial year	4 Council meetings	1		1		1		1	
	Scheduling of special Executive Committee meetings and Council meetings	As required	**		**		**		**	
Effective implementation of Council resolutions	Dissemination of information regarding Council resolutions to pertinent departmental management	Monthly	3		3		3		3	
	Obtain feedback from departmental management on the progress in implementing Council resolutions	Monthly	3		3		3		3	
	Submission of reports to EXCO on the implementation of Council resolutions	Monthly	4		3		3		3	

	Reporting of outstanding items to the Council of the Municipality	Quarterly	1		1		1		1	
--	---	-----------	---	--	---	--	---	--	---	--

## MANAGEMENT OF MUNICIPAL INFORMATION

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Management of the filing system within the Municipality	Ensure compliance with the provisions of the Archives Act and the directives of the Provincial Archivist	Compliance	Com		Com		Com		Com	
	Maintenance of an updated filing index which indicates all files held by the Municipality	Compliance	Com		Com		Com		Com	
	Maintenance of a circulation register where the locality of all files not in the registry is reflected	Compliance	Com		Com		Com		Com	

## KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION

### INSTITUTIONAL DEVELOPMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Training and equipping of members of Council and officials at the Municipality	Undertake a skills audit of all officials employed within the Municipality	December 2010			**					
	Facilitate prioritisation of capacity building areas and do necessary arrangements	October 2010			**					
	Number of officials trained in accordance with the Workplace Skills Plan	20	5		5		5		5	

	Maintenance of exit interview process for officials resigning from the Municipality and formulate Retention Policy Maximise the training budget by utilising accredited service providers and claiming training rebates Provide an induction programme for new Councillors	Compliance	Com		Com		Policy		Com	
		Quarterly claims	**		**		**		**	
		As required	**		**		**		**	
Ensure that the employment processes of the Municipality reflect the demographic realities within the municipal area	Review and update the Employment Equity Implementation Plan for the Municipality Compliance of recruitment processes with the stipulations of the Employment Equity Implementation Plan Review Recruitment Policy and other policies	September 2010	**							
		Compliance	Com		Com		Com		Com	
		October 2010	**		**		**		**	

### INSTITUTIONAL DEVELOPMENT (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Ensure that all Council policies reflect current legislative priorities and requirements	Maintain a comprehensive list of all Council policies in a Municipal Code – financial, administrative and technical policies Maintain a data base (electronically if possible) of all Council policies Improvement of access to public information by making available copies of the Municipal Code at the municipal library and customer care office Regular updating of Municipal Code by including new policy amendments Assist other colleagues with interpretation and compliance within the municipality as and when required	Compliance			Com		Com		Com	
		Compliance	Com		Com		Com		Com	
		Compliance			Com		Com		Com	
		As required			**		**		**	
		As required	Com		Com		Com		Com	

Implementation of the supply chain management process	Attendance at all meetings of the Bid Adjudication Committee, ensure departmental representation to meetings of the Bid Evaluation Committee and provide secretarial services to meetings of the Bid Specifications Committee	Compliance	Com		Com		Com		Com	
---	---	------------	-----	--	-----	--	-----	--	-----	--

## PROPERTY ADMINISTRATION

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Management of all lease agreements to which the Municipality is a party	Maintain a register of all lease agreements to which the Municipality is a party	Compliance	Com		Com		Com		Com	
	Annually review all lease agreements where the Municipality is involved	Compliance	Com		Com		Com		Com	
	Effect and advise on any adjustments and updates in any of the lease agreements	Compliance	Com		Com		Com		Com	
	Proactively address the expiration of a lease agreement, whether or not the lease is to be renewed	Compliance	Com		Com		Com		Com	
	Maintain all lease agreements in a secure environment	Compliance	Com		Com		Com		Com	

## HUMAN RESOURCE MANAGEMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Review of the organisational structure of the Municipality	Undertake a process of reviewing the organisational structure of the Municipality to determine its functionality Ensure filing or abolishment of vacant positions	September 2010	**							
		Compliance	**		**		**		**	
Maintenance of a personnel file for each official in the Municipality	Maintenance of a personnel file for each official in the Municipality All personnel files to have all pertinent information required in terms of legislation	Compliance	Com		Com		Com		Com	
		Compliance	Com		Com		Com		Com	

	Undertake sample audit of personnel files to monitor completeness Maintenance of leave record in terms of the conditions of service and ensure proper monthly reconciliation of the leave record Regular review of personal particulars of each official for salary and other purposes Provide for safe and secure custody of all personnel files	Monthly	**		**		**		**	
		Monthly	3		3		3		3	
		Monthly	3		3		3		3	
		Compliance	Com		Com		Com		Com	
Efficient and effective handling of all labour related matters	Facilitate the functioning of the local Labour Forum	Compliance	Com		Com		Com		Com	
	Workshop the new Disciplinary Code and monitor compliance with the main collective agreement	Compliance	Com		Com		Com		Com	
	Provision of advice to the Council and management of the Municipality on the content and implications of labour legislation	Compliance	Com		Com		Com		Com	
	Ensure that the disciplinary and grievance procedures undertaken within the Municipality comply with the relevant legislative prescripts	Compliance	Com		Com		Com		Com	
	Implementation of the requirements of the Occupational Health and Safety Act at the Municipality	Compliance	Com		Com		Com		Com	
	Submission of regular reports to EXCO and the Council of the Municipality regarding the handling of all labour related matters	Monthly EXCO Quarterly Council	3 1		3 1		3 1		3 1	
		Monthly	3		3		3		3	

## LEGAL SERVICES

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Initiation and the proper handling of all legal matters where the Municipality is a party	Initiate and / or facilitate the initiation of litigation and /or due processes where Council's plight is undermined Review the list of legal advisors to the	Compliance	Com		Com		Com		Com	
		July 2010	**							

	Municipality on an annual basis Liaise with / inform / instruct legal advisors to act on behalf of the Municipality as required Accurate handling of legal correspondence and the facilitation of a prompt response thereto Creation of an enabling environment for the reduction of Council debt Submission of regular progress reports to EXCO and Council on each legal matter	Compliance	Com		Com		Com		Com	
		Compliance	Com		Com		Com		Com	
		Compliance	Com		Com		Com		Com	
		Monthly EXCO	3		3		3		3	
		Quarterly Council	1		1		1		1	

## MANAGEMENT OF THE DIRECTORATE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Provide strategic direction to the management of the Corporate Services Directorate	Conduct regular management meetings	Monthly	3		3		3		3	
	Recording of minutes to reflect the deliberations held and the decisions taken within the management meetings	Minutes within one week of meeting	3		3		3		3	
	Disseminate pertinent performance management information to management of the Directorate	Quarterly Review	1		1		1		1	
	Compliance with the targets and due dates included in Municipality's turnaround strategy	Monthly	Com		Com		Com		Com	
	Prepare and submit monthly reports on the operation of the Directorate to Exco	Monthly Regular	3 **		3 **		3 **		3 **	
	Instil discipline and effectiveness within the department	Compliance Staff Session	1		1		1		1	
	Cascade a culture of performance management to the directorate									

## KEY PERFORMANCE AREA: FINANCIAL MANAGEMENT

### FINANCIAL AND FISCAL CONTROL

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Exercise financial and fiscal control over the Corporate Services Directorate	Timely submission of the operational and capital budget inputs for the 2011 / 2012 financial year	As required	Com		Com		Com		Com	
	Containment of operational expenditure for the 2010 / 2011 financial year within budgetary limits	96%	24%		24%		24%		24%	
	Facilitation of Loss Control Committee meetings to investigate loss situations and recommend appropriate actions to the Council of the Municipality	As required	Com		Com		Com		Com	



# **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

**2010 /2011**

## **FINANCIAL SERVICES DIRECTORATE**

**KEY PERFORMANCE AREA: INFRASTRUCTURE AND SERVICE DELIVERY**

## EXPENDITURE CONTROL

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Management of the payment of creditors	Alignment of the order, delivery note and invoice for each creditor transaction Monthly creditor reconciliations to be completed for each creditor to determine the amount to be paid	Compliance  Monthly	Com  **		Com  **		Com  **		Com  **	
Management of and the payment of salaries and councillor allowances	Obtain monthly update of payroll information from the human resource officials at the Municipality Process the payment of salaries and councillor allowances to meet the due date on a monthly basis	Monthly  Monthly 100% Compliance	3  3 100%		3  3 100%		3  3 100%		3  3 100%	

## ASSET MANAGEMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Management and control over the assets of the Municipality	Review and update the asset management policy of the Municipality Conduct physical verification of all moveable assets owned by the Municipality Verification of all infrastructure assets within the Municipality Updating of fixed assets register to reflect all infrastructure and moveable assets within the Municipality Undertake regular scheduled and unscheduled inspections of assets	September 2010  September 2010  November 2010  December 2010  Monthly	**  **    3		    **  **  3		      3		      3	

## KEY PERFORMANCE AREA: DEMOCRACY AND GOVERNANCE

### COMPLIANCE WITH LEGISLATIVE REQUIREMENTS

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Compliance with the reporting requirements of the Municipal Financial Management Act, Act 56 of 2003	Completion and submission for audit purposes of the annual financial statements for the 2009 / 2010 financial year	August 2010	**							
	Compilation of a comprehensive working papers file	August 2010	**							
	Submission of monthly, quarterly and six monthly financial reports, complete and on time	Monthly	3		3		3		3	
		Quarterly	1		1		1		1	
Preparation and approval of the operating and capital budget of the Municipality for the 2011 / 2012 financial year	Development, submission and approval of the budget process plan	August 2010	**							
	Obtain inputs from all directorates within the Municipality	December 2010			**					
	Prepare detailed draft operating and capital budget and tariff adjustments	March 2011					**			
	Undertake community participation and treasury and sector consultation process	April 2011							**	
	Adoption by Council of the operating and capital budget of the Municipality for the 2010 / 2011 financial year	May 2011							**	
Preparation of the Medium Term Expenditure Framework for the Municipality	Compile the Medium Term Expenditure Framework with regard to the 2012 / 2013 financial year and the 2013 / 2014 financial year	March 2011					**			
Preparation and approval of the Service Delivery and Budget Implementation Plan for the Municipality in respect of the 2011 / 2012 financial year	Preparation of the SDBIP for the 2011 / 2012 financial year	Within 14 days of approval of budget							**	
	Approval of the SDBIP by the Mayor for the 2011 / 2012 financial year	Within 28 days of approval of budget							**	

## COMPLIANCE WITH LEGISLATIVE REQUIREMENTS (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Preparation and approval of an Adjustment Budget for the Municipality in respect of the 2010 / 2011 financial year	Preparation of an Adjustment Budget in accordance with the provisions of Section 28 of the MFMA, as amended	January 2011					**			
	Approval of the Adjustment Budget for the Municipality in respect of the 2010 / 2011 financial year	January 2011					**			
Increase the functional level of the supply chain management committees	Undertake a review of the Supply Chain Management Policy of the Municipality	July 2010	**							
	Undertake a review of the appointment of the SCM Bid Committees	July 2010	**							
	After each meeting of the Bid Adjudication Committee brief the Municipal Manager on the awards made	As required	**		**		**		**	
	Monitor the implementation of the supply chain management process	Monthly report	3		3		3		3	
	Submit regular reports to the Municipal Manager and the Mayor regarding the functioning of the process	Quarterly report	1		1		1		1	

## EXPENDITURE CONTROL

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Efficient and effective control over expenditure	Adherence to all internal control mechanisms	Compliance	Com		Com		Com		Com	
	Implementation of a structured internal audit programme	Compliance	Com		Com		Com		Com	
	Containment of expenditure incurred by the Municipality for the 2010 / 2011 financial year within budgetary limits	96%	24%		24%		24%		24%	
Management of the payment of creditors	Commitment of funds to be effected with the placement of each order	Compliance	Com		Com		Com		Com	

	Payment of all creditors to be effected within 30 days of the receipt and approval of an invoice	Compliance	Com		Com		Com		Com	
--	--	------------	-----	--	-----	--	-----	--	-----	--

## MANAGEMENT OF INSTITUTIONAL RELATIONSHIPS

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Management of the relationship between the Municipality and the Auditor General	Addressing all queries raised by the Auditor General in respect of the financial statements for the year ended 30 June 2010 Nature of the audit report submitted by the Auditor General to the Province and the Council of the Municipality	November 2010  Unqualified			**					
Management of the relationship between the Municipality and the main banking institution utilised by the Municipality	Formalisation and renewal of banking facilities annually Completion of monthly bank reconciliation statements	October 2009  Monthly	3		3		3		3	
Management of the relationship between the Municipality and funding entities	Identification of funding opportunities available to the Municipality Submission of business plans to secure funding for prioritised projects Submission of monthly progress reports to all entities providing project funding to the Municipality	Quarterly  March 2011 to June 2011 Monthly per funding entity	**		**		**		**	
			3		3		3		3	

## KEY PERFORMANCE AREA: SOCIAL AND ECONOMIC DEVELOPMENT

### MANAGEMENT OF LEARNERSHIPS AND INTERNSHIPS

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Implementation of internship programme within the Directorate	Confirm the availability of funding from the Financial Management Grant	July 2010	**							
	Review the internship programme for the 2010 / 2011 financial year	July 2010	**							
	Monitoring the implementation of the internship programme	Monthly	**		**		**		**	

## SUPPLY CHAIN MANAGEMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Promotion of SMME and BEE development	Provide advice and guidance to previously disadvantaged individuals with regard to the supply chain management prescriptions and processes	As required	Com		Com		Com		Com	
	Awarding of tenders to entities that comply with the preferential procurement framework	Minimum 60% in number	60%		60%		60%		60%	
	Issuing of orders to entities that comply with the preferential procurement framework	Minimum 50% in number	50%		50%		50%		50%	

## KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION

### INFORMATION TECHNOLOGY

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act

Management of the hardware and software within the Municipality	Maintenance and updating of an information technology hardware asset register reflecting the lifetime and replacement date of the asset Regular software updates installed	July 2010	**							
		As required	**		**		**		**	
Enhancement and integration of the financial management system operated by the Municipality	Appointment of a service provider to upgrade and enhance the Dolfin financial system Full integration of the Dolfin financial system at the Municipality	August 2010	**							
		December 2010	**							

## MANAGEMENT OF THE DIRECTORATE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Provide strategic direction to the management of the Financial Services Directorate	Number of management meetings held within the Directorate during the 2010 / 2011 financial year	Monthly	3		3		3		3	
	Recording of minutes to reflect the deliberations held and decisions taken within the management meetings	Minutes within one week of meeting	3		3		3		3	
	Number of staff meetings held within the Directorate during the 2010 / 2011 financial year	Monthly	3		3		3		3	
	Recording of minutes to reflect the issues raised within the staff meetings	Minutes within one week of meeting	3		3		3		3	
	Disseminate pertinent performance management information to management of the Directorate	Quarterly review	1		1		1		1	
	Compliance with the targets and due dates included in Municipality's turnaround strategy	Monthly	Com		Com		Com		Com	
	Prepare and submit monthly reports on the	Monthly	3		3		3		3	

	operation of the Directorate to the Municipal Manager within 10 days of month end Attend monthly MANCO meetings Facilitate and attend monthly Portfolio Committee meetings	Monthly Monthly	3 3		3 3		3 3		3 3	
Identify resource deficiencies that impact negatively on the ability of the Directorate to implement its mandate	Identify equipment replacement and enhancement needs for inclusion in the 2011 / 2012 budgetary process Identify critical vacant posts for inclusion in the 2011 / 2012 budgetary process	December 2010  December 2010			**  **					

## KEY PERFORMANCE AREA: FINANCIAL MANAGEMENT

### REVENUE MANAGEMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Reduce the balance on the outstanding debtors' book	Identify all outstanding amounts owed by provincial and national government departments	July 2010	**							
	Follow up all arrear amounts owed by provincial and national government departments to facilitate payment	September 2010	**							
	Identify arrear amounts owed that are irrecoverable and prepare documentation for write off	March 2012					**			
	Outstanding debtors' balance as at 31 December 2010	R 50 million			**					
Management of the collection of revenue from consumers	Ensure that accurate monthly bills are forwarded to customers	Monthly	3		3		3		3	



	Attend promptly to customer queries on their accounts Percentage of budgeted rates and refuse removal service income collected	48 hour response  100%	Com  25%		Com  25%		Com  25%		Com  25%	
Management of the receipt of grant funding	Monitor the receipt of grant funds from national and provincial authorities as reflected in the Municipality's operating and capital budget Ensure that expenditure from grant funding is in accordance with the provisions attached to the grant Preparation of a consolidated report on the receipt and expenditure of grant funds for submission to the Municipal Manager and EXCO	Quarterly  Compliance  Monthly report	**  Com  3		**  Com  3		**  Com  3		**  Com  3	

## FINANCIAL AND FISCAL CONTROL

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Exercise financial and fiscal control over the Municipality as a whole	Preparation and submission of monthly expenditure reports for each Directorate within the Municipality to the Directorate concerned Preparation of updated cash flow projections for the Municipality Percentage of the budgeted operational expenditure for the 2010 / 2011 financial year actually incurred	Monthly report  Quarterly  96%	3  1  24%		3  1  24%		3  1  24%		3  1  24%	
Exercise financial and fiscal control over the Financial Services Directorate	Timely completion of the operational and capital budget inputs for the Directorate in respect of the 2011 / 2012 financial year Collection of the budgeted revenue for the Directorate in respect of the 2010 / 2011	December 2010  100%			**  25%				25%	

	financial year Containment of expenditure incurred by the Directorate for the 2010 / 2011 financial year within budgetary limits	96%	24%		24%		24%		24%	
--	---	-----	-----	--	-----	--	-----	--	-----	--

# **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

**2010 /2011**

**COMMUNITY SERVICES  
DIRECTORATE**

## KEY PERFORMANCE AREA: INFRASTRUCTURE AND SERVICE DELIVERY

### WASTE MANAGEMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To implement effective and efficient refuse collection at the secondary and primary nodes of Ulundi Local Municipality.	Provision of refuse collection to households at secondary and primary nodes of Ulundi Local Municipality.	48	12		12		12		12	
	Delivering plastic refuse bags to households	48	12		12		12		12	
	Daily cleansing of public ablution facilities and collection of refuse from Taxi / Bus Rank at Ulundi Town CBD.	363	90		90		90		90	
	Collection of refuse from light industries, workshops at urban secondary and primary nodes of Ulundi Local Municipality.	48	12		12		12		12	
	Refuse collection from Commercial businesses (premises).	48	12		12		12		12	
	Refuse collection from Government and Municipality's institutions/ premises	48	12		12		12		12	
	Refuse collection from the accommodation establishments (hotels and B&Bs)	48	12		12		12		12	
	Refuse collection from funeral undertakers/parlours.	48	12		12		12		12	
To remove illegal dumping of waste.	Ensuring removal of waste or refuse illegally deposited or dumped on vacant site and	Compliance	Com.		Com.		Com.		Com.	

	street-verges.									
--	----------------	--	--	--	--	--	--	--	--	--

## PROVISION OF COMMUNITY FACILITIES

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To construct a Recreational facility.	Support the construction of a Recreational Park at site C49 of Ulundi Town.	March 2011						**		

## PARKS AND GARDENS

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To provide graves for burying the deceased members of the public.	Ensuring that sufficient graves are dug monthly at cemeteries.	Compliance	Com		Com		Com		Com	
To do landscaping at Ulundi Town areas.	Ensuring that grass cut and trimming the trees at; the street-verges parks, sports fields, cemeteries and yard-surface of municipality offices are done.	96	24		24		24		24	
To provide greening image or sight to the environment of Ulundi Town.	Planting trees at strategic places of Ulundi Town.	Compliance	Com.		Com.		Com.		Com.	
To develop flower gardens	Establishing and developing attractive flower gardens in Ulundi Town.	5	2		1		1		1	

--	--	--	--	--	--	--	--	--	--	--

### PARKS AND GARDENS (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To do maintenance at the primary and secondary urban nodes of Ulundi Local Municipality (Ulundi Babanango & Mahlabathini Towns).	Trimming and cutting of alien/ invaders trees, shrubs & plants.	18	3		6		6		3	
	Eradicating of weeds in the Municipality office premises and the stadium.	Compliance	Com		Com		Com		Com	

### PUBLIC LIBRARIES

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To provide reading and communication skills and abilities to members of the public.	Implementing project of registering of members of the local community as library users.	120	30		30		30		30	
	Selecting of books and non books library material by means of KZN- Provincial book exchange program.	3			1		1		1	
	Extending library services to youth by paying orientation visits to schools in Ulundi Local Municipality.	24	6		4		8		6	

To provide referencing of information service	Provision of photocopying and faxing services to members of the public (library users).	Compliance	Com.		Com		Com		Com	
---	---	------------	------	--	-----	--	-----	--	-----	--

### INDIGENT AND PAUPER BURIALS

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To implement burial service to all needy families of Ulundi Local Municipality.	Processing all applications for burial assistance received monthly.	Compliance	Com.		Com.		Com.		Com.	
	Providing grave to needy family members of the deceased person.	Compliance	Com.		Com.		Com.		Com.	
	Providing transport to family members of the deceased person.	Compliance	Com.		Com.		Com.		Com.	
	Providing storage(cold) to members of deceased person	Compliance	Com.		Com.		Com.		Com.	

## KEY PERFORMANCE AREA: SOCIAL AND ECONOMIC DEVELOPMENT

### HIV / AIDS

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To implement HIV & AIDS Awareness Campaigns in the Community.	To organise HIV & AIDS Operation Mbo Awareness Campaign in 24 Wards of Ulundi Local Municipality in partnership with all relevant stakeholders	24 campaigns annually	6		6		6		6	
To provide secretariat for the operation of Local HIV & AIDS Council.	Preparing of agendas for HIV & AIDS Local meetings as per Chairperson requirements.	10	3		2		2		3	
	Taking minutes at all meetings of HIV & AIDS Local Aids Council (LAC).	10	3		2		2		3	
	Preparing minutes of all meetings of HIV & AIDS Local Aids Council.	10	3		2		2		3	
To promote partnership with KZN Departments in the fight against HIV & AIDS.	Staging HIV & AIDS awareness campaigns in the wards of Ulundi Local Municipality.	10	2		3		2		3	
To improve access to and use of male and female condoms.	Identifying all strategic centres and positions for in distribution condoms.	Register			1					



## PROTECTION OF THE VULNERABLE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To implement legislation on the protection of children's (Act no 35 of 2005)	Creating awareness to children about dangers Of drugs, alcohol abuse and other forms of risky behaviour.	1					1			
	Formulating program for the awareness day.	Compliance					Com.			

## SPORT, ARTS AND CULTURE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Promoting Indigenous Games in Ulundi Local Municipality area.	Facilitating and support the staging of Local, District and Provincial KZN Indigenous games.	Compliance	Com.		Com.		Comp.		Comp.	
To develop youth sports Talent.	Facilitating and Promoting sports games at the wards (Zones).	Compliance	Com		Com		Com		Com	
	Facilitating staging of Mayoral Cup Games at local level.	Compliance	Com.		Com.		Com.		Com.	

	Facilitating and supporting staging of District Mayoral Cup Games.	Compliance	Com.		Com.		Com.		Com.	
	Supporting staging of SALGA Games at KZN-Provincial level.	Compliance	Com.		com		Com.		Com.	
To promote cultural events	Facilitating and supporting the Local and District Umbele Wethu Cultural Festivals. Identifying talents among participants from all wards in Ulundi Local Municipality.	Compliance	Com		Com		Com		Com	
		Compliance	Com.							

## KEY PERFORMANCE AREA: DEMOCRACY AND GOVERNANCE

### COMPLIANCE WITH LEGISLATIVE REQUIREMENTS

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To draft a Waste Management Plan for Ulundi Local Municipality.	Formulating draft Waste Management Plan for Ulundi Local Municipality.	April 2011							**	
	Submitting draft Waste Management Plan to Corporate Services for editing and approval by Council.	June 2011							**	

## BUSINESS AND STREET TRADING LICENSING

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
To align the operation of the existing and new Taxi Ranks in Ulundi Town.	Facilitating meetings between stakeholders.	Compliance	Com.		Com.		Com.		Com.	
	Attending to all meetings between stakeholders of the existing and new street trading market stalls	Compliance	Com.		Com.		Com.		Com.	
	Creating data base all prospective street traders.	Compliance	Com.		Com.		Com.		Com.	
Implementing Legislation for Street Trading	Issuing permits and licenses to street traders and businesses selling perishable foods.	Compliance	Com.		Com.		Com.		Com.	
	Create register for all street traders issued with permits.	Compliance	Com.		Com.		Com.		Com.	

## KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION

### MANAGEMENT OF THE DIRECTORATE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Provide strategic direction to the management of the Community Services Directorate	Conduct regular management meetings.	Monthly	3		3		3		3	
	Recording of minutes to reflect the deliberations held and decisions taken within the management meetings	Minutes within one week of meeting	3		3		3		3	
	Prepare and submit monthly reports about the operations of the Directorate to Portfolio	Monthly	1		1		1		1	

	and Exco. Committee Meetings.									
Implementation of the supply chain management process.	Attendance at all meetings of the Bid Adjudication Committee.	Compliance	Com.		Com.		Com.		Com.	

## KEY PERFORMANCE AREA: FINANCIAL MANAGEMENT

### FINANCIAL AND FISCAL CONTROL

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Exercise financial and fiscal control over the Community Services Directorate	Timely submission of the operational and capital budget inputs for the 2011 / 2012 financial year	As required	Com.		Com.		Com.		Com.	
	Containment of operational expenditure for the 2010 / 2011 financial year within budgetary limits	96%	24%		24%		24%		24%	

# **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

**2010 / 2011**

**TECHNICAL SERVICES  
DIRECTORATE**

## KEY PERFORMANCE AREA: INFRASTRUCTURE AND SERVICE DELIVERY

### ELECTRICITY PROVISION

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Expansion of the electrification of households within the Municipality	Ensure that DME funding is committed Appointment of contractor to undertake the connection of 377 rural households Completion of the contract to connect 377 rural households	July 2010 August 2010  February 2011	** **					**		
Refurbishment of intake sub-station	Appointment of service providers to undertake the refurbishment of the intake sub-station Completion of the refurbishment of the intake sub-station	July 2010  September 2010	**  **							
Addressing the defective cable from the intake sub-station to the Legislative Assembly building	Consideration of options to address the defective cable Investigation of sources of funding to finance agreed option	July 2010 October 2010	**		**					
Prepare an energy master plan for the Ulundi Local Municipality's licensed area	Report to Council on the Eskom prioritisation model Ward councillors to inform communities of the Eskom prioritisation model. Finalise preparation of energy master plan Submit the energy master plan to Council for approval Improve communications with Eskom through conduct of structured and recorded monthly meetings	Aug 2010 September 2010  November 2010 December 2010  3 Monthly meetings	** **    1			** **  1		1	1	
Undertake effective maintenance of the electricity network	Enhance the protection of overhead lines Ensure that essential equipment is serviced on a regular basis Percentage of maintenance budget expended on identified maintenance	September 2010 Annually  100%	** 25%  25%		25%  25%		25%  25%		25%  25%	

	requirements									
--	--------------	--	--	--	--	--	--	--	--	--

### ELECTRICITY PROVISION (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Increase stock levels of critical spares	Determine required operational levels of critical spares Annual tender for critical spares.	July 2010  September 2010	**							
Upgrading of the electricity network	Preparation and submission of business plans to source funding for replacement of circuit breakers Completion and commissioning of the parallel feeder	September 2010  May 2011 depending on funding availability	**							
Implementation of an operational load management system	Commissioning of an operational load management system at the Ulundi Local Municipality	February 2011					**			

### ROADS AND STORM WATER DRAINAGE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Building and upgrading of access roads	Ensure that committed MIG funding is available when required	July 2010	**							
	Completion of the Mbangayiya Roads project	February 2011					**			
Building and upgrading of access roads	Ensure that committed MIG funding is available when required	July 2010	**							
	Completion of the Babanango Roads Collector project	May 2011					**			

### ROADS AND STORM WATER DRAINAGE (CONTINUED)

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Maintenance of community roads within the residential and semi-urban areas of the Municipality	Develop a programme to address maintenance of access and community roads within the Municipality	September 2010	**							
	Implement the maintenance roads programme	Monthly programme	1		3		3		3	

	on a monthly basis by repairing potholes and other deficiencies Address community claims resulting from perching potholes	12 claims	3		3		3		3	
Maintenance of storm water drainage	Identification of blocked catch pits within the municipal area	150 pits	35		40		40		35	
	Number of blocked catch pits cleared	150 pits	35		40		40		35	

## WATER SERVICES PROVISION

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Assist Zululand District Municipality in sourcing additional funding to reduce water services backlogs	Report to Council on the Zululand District Municipality prioritisation model	Aug 2010	**							
	Ward councillors to inform communities of the Zululand District Municipality prioritisation model and service provision programme	August 2010	**							
	Provide support to Zululand District Municipality to obtain additional funding	August 2010	**							
	Improve communications with the Zululand District Municipality through the conduct of structured and recorded monthly meetings	3 Monthly meetings	1		1		1		1	

## TOWN PLANNING AND REAL ESTATE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Development and implementation of a Comprehensive Municipal Infrastructure Plan	Completion of the draft of Phase 2 of the Comprehensive Infrastructure Plan for the Municipality	December 2010			**					
Effective and structured land use planning within the	Adoption by the Council of the Municipality of a Land Use Management Plan	September 2010	**							



Municipality										
Undertake the establishment of a Spatial Development Framework for the Municipality	Appointment of the Consultant Development of the work schedule Undertaking of the Spatial Development Framework process including the consultation with stakeholders Adoption of the Spatial Development Framework by the Council of the Municipality	September 2010 December 2010 March 2011  June 2011	**		**		**		**	
Ensure that all development is undertaken in terms of the legal framework established by the Municipality	Regular inspection of construction to ensure compliance with approved building plans	Compliance	Com		Com		Com		Com	

## BUILDING MAINTENANCE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Maintenance of municipal buildings	Address all leaks and blockages in the ablution blocks	60	15		15		15		15	

## KEY PERFORMANCE AREA: DEMOCRACY AND GOVERNANCE

### ELECTRICITY PROVISION

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Compliance with legislation and Council policies	Electricity tariffs approved by the NER Monitor instances of non-compliance with the OHS Act and the NER licence requirements	July 2010 Continuous	** Com		Com		Com		Com	

## TOWN PLANNING AND REAL ESTATE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Develop commercial and industrial sites for sale	Identify un-serviced sites that can be developed for sale Estimate costs of providing services to identified sites	July 2010	**							
		Oct 2010	**			**				
Increase the revenue of the Municipality through the sale of municipal land	Advertisement of municipal sites available for sale in 2011 / 2012 financial year Maintenance of the land sales register Amount of revenue generated from land sales during the 2010 / 2011 financial year	Oct 2010							**	
		Compliance R 1,0 million	Com		Com		Com 1,00		Com 1,00	

### PROJECT MANAGEMENT UNIT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Establishment of a project management unit (PMU) within the Municipality	Conduct regular meetings with service providers engaged on MIG projects to determine progress Provide feedback at monthly meetings with the funding agency	2 per quarter	2		2		2			
		Monthly payment certificate	3		3		2			

### KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION

#### MANAGEMENT OF THE DIRECTORATE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Provide strategic direction to the management of the Technical Services Directorate	Number of management meetings held within the Directorate during the 2010 / 2011 financial year Recording of minutes to reflect the deliberations held and decisions taken within the management meetings Disseminate pertinent performance management information to management of	Three per month	9		9		9		9	
		Minutes within two working days of meeting	9		9		9		9	
		Quarterly review	1		1		1		1	

	the Directorate Compliance with the targets and due dates included in Municipality's turnaround strategy Prepare and submit monthly reports on the operation of the Directorate to the Municipal Manager within 10 days of month end Attend monthly MANCO meetings Facilitate and attend monthly Portfolio Committee meetings	Monthly  Monthly  Monthly Two per Quarter	Com  3  3 2		Com  3  3 2		Com  3  3 2		Com  3  3 2	
Implementation of a work management system within the Technical Services Directorate	Submit business processes module to EXCO for consideration and recommendation Approval of business processes module by the Council of the Municipality Introduce and implement the maintenance management information system module Introduce and implement the maintenance planning module Introduce and implement the performance monitoring module	July 2010  Aug 2010  August 2010  August 2010  August 2010	**  **  **  **  **							
Identify resource deficiencies that impact negatively on the ability of the Directorate to implement its mandate	Identify equipment replacement and enhancement needs for inclusion in the 2011 / 2012 budgetary process Identify critical vacant posts for inclusion in the 2011 / 2012 budgetary process	December 2010  December 2010			**  **					

## KEY PERFORMANCE AREA: SOCIAL AND ECONOMIC DEVELOPMENT

### TOWN PLANNING AND REAL ESTATE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Facilitation of the development of low cost housing projects	Ensure that the provision of services is aligned with the low cost housing development process for the 2011 / 2012 financial year Number of low cost housing units to be completed by the KZN Department of Housing in the 2010 / 2011 financial year	Continuous  880 housing units							**  220	

## KEY PERFORMANCE AREA: FINANCIAL MANAGEMENT

### FINANCIAL AND FISCAL CONTROL

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Exercise financial and fiscal control over the Technical Services Directorate	Timely submission of the operational and capital budget inputs for the 2011 / 2012 financial year	December 2010			**					
	Containment of operational expenditure for the 2010 / 2011 financial year within budgetary limits	94%	24%		24%		24%		24%	
	Consideration of monthly expenditure reports received from the Financial Services Directorate	Monthly report	3		3		3		3	

# **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

**2010 / 2011**

**PROTECTION SERVICES  
DIRECTORATE**

## KEY PERFORMANCE AREA: INFRASTRUCTURE AND SERVICE DELIVERY

### FIRE FIGHTING

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Availability of adequate equipment to undertake the fire fighting function within the Municipality	Finalise the equipment purchases in accordance with the budgetary provisions for the 2010 / 2011 financial year	December 2010			**					
Ensure that fire fighting personnel are able to respond to emergency rescue situations	Carry out regular inspections and servicing of fire fighting equipment Number of fire fighting personnel trained to deal with one or more of the emergency rescue situations	Quarterly 2	**		**		**		**	
Ensure that attention is paid to fire prevention within the community	Regular inspection of premises whose contents present a potential fire hazard	Monthly	30		30		30		30	
	Regular inspection of fire extinguishers and fire hydrants	Monthly	186		186		186		186	
	Number of household / business and industrial premises where fires were extinguished	14 for 2010 / 2011	5		2		2		5	
Control over the burning of grass and open veld	Finalisation of regulations and by-laws relating to veld fires	December 2010			**					

### DISASTER MANAGEMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Effective participation within the district municipality context in addressing the effects of a disastrous event	Undertake the assessment of any disastrous event occurring within the Local Municipality and provide a timely report with recommendations	As required	**		**		**		**	
	Submission of monthly record of disaster situations attended and assistance rendered	12	3		3		3		3	

## SECURITY SERVICES

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Provision of an effective security service for Council properties	Regular inspections, both scheduled and unscheduled, to determine the efficacy and reliability of the security service provided by the external service provider Receive and evaluate monthly reports from the service provider reflecting on activities and incidents for the previous month	Once a week in each case	24		24		24		24	
		Monthly	3		3		3		3	

## KEY PERFORMANCE AREA: DEMOCRACY AND GOVERNANCE

### TRAFFIC MANAGEMENT

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Ensuring effective law enforcement throughout the municipal area	Planning and execution of road blocks in key traffic areas Issuing of tickets to traffic offenders Maintain detailed monthly statistical information with regard to the number of offences for which tickets were issued	12	3		3		3		3	
		750 per month Monthly report	2250 3		2250 3		2250 3		2250 3	
Collection of traffic fine revenue	Install two E-Natis lines with Telkom to monitor traffic offenders Conduct monthly follow ups on outstanding fines from tickets issued and submit report Percentage of budgeted revenue from traffic fines actually collected	October 2010			**					
		Monthly report 97%	3 24%		3 24%		3 24%		3 25%	
Maintenance of effective traffic control	Monitoring of service level agreement entered into with TMT by conducting regular monthly review meetings Receive monthly reports from service provider reflecting activities for previous month	Monthly meeting	3		3		3		3	
		Monthly reports	3		3		3		3	

## KEY PERFORMANCE AREA: SOCIAL AND ECONOMIC DEVELOPMENT

### LICENSING

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Provision of a learner's licence facility	Ensure that all traffic officials engaged in the learner's licensing process have been fully trained	All appropriate officials trained by September 2010	**							
	Number of learner's licences issued for the 2010 / 2011 financial year	210 per month	630		630		630		630	
	Maintain statistical information on a monthly basis regarding the operation of the learner's licence facility	Monthly report	3		3		3		3	
Provision of a driver's licence facility	Completion of the drivers' licence testing facility	September 2010	**							
	Ensure that all traffic officials engaged in the driver's and PDP licensing renewal process are fully trained	All appropriate officials trained	Com		Com		Com		Com	
	Number of driver's and PDP licence renewals issued for the 2010 / 2011 financial year	150 per month	450		450		450		450	
	Maintain statistical information on a monthly basis regarding the operation of the driver's and PDP licence renewal facility	Monthly report	3		3		3		3	

### FIRE FIGHTING

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Ensure that attention is paid to fire prevention within the community	Conducting of community workshops to ensure that community members are empowered in both fire prevention and in the extinguishing of fires	Quarterly workshops	1		1		1		1	



## KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION

### MANAGEMENT OF THE DIRECTORATE

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Provide strategic direction to the management of the Protection Services Directorate	Number of management meetings held within the Directorate during the 2010 / 2011 financial year	Monthly	3		3		3		3	
	Recording of minutes to reflect the deliberations held and decisions taken within the management meetings	Minutes within one week of meeting	3		3		3		3	
	Number of staff meetings held within the Directorate during the 2010 / 2011 financial year	Monthly	3		3		3		3	
	Recording of minutes to reflect matters addressed during staff meetings	Minutes within one week of meeting	3		3		3		3	
	Disseminate pertinent performance management information to management of the Directorate	Quarterly review	1		1		1		1	
	Compliance with the targets and due dates included in Municipality's turnaround strategy	Monthly	Com		Com		Com		Com	
	Prepare and submit monthly reports on the operation of the Directorate to the Municipal Manager within 10 days of month end	Monthly	3		3		3		3	
	Attend monthly MANCO meetings	Monthly	3		3		3		3	
	Facilitate and attend monthly Portfolio Committee meetings	Monthly	3		3		3		3	
Identify resource deficiencies that impact negatively on the ability of the Directorate to implement its mandate	Identify equipment replacement and enhancement needs for inclusion in the 2010 / 2011 budgetary process	December 2009			**					
	Identify critical vacant posts for inclusion in the 2010 / 2011 budgetary process	December 2009			**					

## KEY PERFORMANCE AREA: FINANCIAL MANAGEMENT

### FINANCIAL AND FISCAL CONTROL

Objective	Activities	Annual Target	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr	
			Proj	Act	Proj	Act	Proj	Act	Proj	Act
Exercise financial and fiscal control over the Protection Services Directorate	Timely submission of the operational and capital budget inputs for the 2011 / 2012 financial year	December 2010			**					
	Collection of the budgeted revenue for the Directorate in respect of the 2010 / 2011 financial year	97%	24%		24%		24%		25%	
	Containment of operational expenditure for the 2010 / 2011 financial year within budgetary limits	92%	23%		23%		23%		23%	
	Consideration of monthly expenditure reports received from the Financial Services Directorate	Monthly report	3		3		3		3	

## ULUNDI LOCAL MUNICIPALITY

### CASH FLOW PROJECTION FOR THE 2010 / 2011 FINANCIAL YEAR

Revenue Source	July	August	Sept	October	Nov	Dec	January	February	March	April	May	June	Total
Property Rates	1125000	1125000	1125000	1125000	1125000	1125000	1125000	1125000	1125000	1125000	1125000	1125000	13500000
Electricity	3808375	3808375	3808375	3808375	3808375	3808375	3808375	3808375	3808375	3808375	3808375	3808375	45700500
Refuse	291667	291667	291666	291667	291667	291666	291667	291667	291666	291667	291667	291666	3500000
Interest Earned	66667	66667	66666	66667	66667	66666	66667	66667	66666	66667	66667	66666	800000
Learners' / Licence	100000	100000	100000	100000	100000	100000	100000	100000	100000	100000	100000	100000	1200000
Fines	133333	133333	133334	133333	133333	133334	133333	133333	133334	133333	133333	133334	1600000
Sale of Land	62500	62500	62500	62500	62500	62500	62500	62500	62500	62500	62500	62500	750000
Grants – Operating	14637750				14637750			14637750				14637750	58551000
Grants – Capital			5197500			5197500			5197500			5197500	20790000
Other income	35333	35333	35334	35333	35333	35334	35333	35333	35334	35333	35333	35334	424000
<b>Revenue Received</b>	<b>20260625</b>	<b>5622875</b>	<b>10820375</b>	<b>5622875</b>	<b>20260625</b>	<b>10820375</b>	<b>5622875</b>	<b>20260625</b>	<b>10820375</b>	<b>5622875</b>	<b>5622875</b>	<b>25458125</b>	<b>146815500</b>

Expenditure	July	August	Sept	October	Nov	Dec	January	February	March	April	May	June	Total
Office of MM	439715	439715	439715	439715	439715	439715	439715	439715	439715	439715	439715	439715	5276580
Corporate Services	1814147	1814147	1814147	1814147	1814147	1814147	1814147	1814147	1814147	1814147	1814147	1814148	21769765
Community Service	1281314	1281314	1281315	1281314	1281314	1281315	1281314	1281314	1281315	1281314	1281314	1281315	15375772
Financial Services	1371111	1371111	1371112	1371111	1371111	1371112	1371111	1371111	1371112	1371111	1371111	1371112	16453336
Protection Services	1020925	1020925	1020925	1020925	1020925	1020925	1020925	1020925	1020925	1020925	1020925	1020924	12251099
Technical Services	4572181	4572181	9769681	4572181	4572181	9769681	4572181	4572181	9769681	4572181	4572181	9769682	75656173
<b>Expenditure</b>	<b>10499393</b>	<b>10499393</b>	<b>15696895</b>	<b>10499393</b>	<b>10499393</b>	<b>15696895</b>	<b>10499393</b>	<b>10499393</b>	<b>15696895</b>	<b>10499393</b>	<b>10499393</b>	<b>15696896</b>	<b>146782725</b>

	July	August	Sept	October	Nov	Dec	January	February	March	April	May	June	Total
<b>Surplus / (Deficit)</b>	9761232	(4876518)	(4876520)	(4876518)	9761232	(4876520)	(4876518)	9761232	(4876520)	(4876518)	(4876518)	9761229	32775

- Although the overall net cash flow for the 2010 / 2011 financial year is projected to be positive, only the months of July 2010, November 2010, February 2011 and June 2011 are projected to reflect a positive cash flow for the month;
- The projection of revenue received is reflected in terms of the revenue source while the projection of expenditure incurred is indicated in terms of the directorates within the Ulundi Local Municipality;
- External revenue in the form of operating and capital grant funding comprises 54.0% of the total revenue anticipated by the Municipality in the 2010 /2011 financial year;
- The Technical Services Directorate is projected to be responsible for 51.5% of the total expenditure incurred by the Ulundi Local Municipality in the 2010 / 2011 financial year.

## CAPITAL PROJECTS FOR THE 2010 / 2011 FINANCIAL YEAR

<b>Project</b>	<b>Directorate</b>	<b>Amount</b>	<b>Funding Agency</b>	<b>Locality</b>	<b>Note</b>
Upgrading of Ulundi Recreational Park	Community Services	R 5 204 228.00	MIG	Ward 22	Funds committed – to be completed in September 2010
Upgrading of market stalls	Community Services	R 1 527 473.00	MIG	Ward 22	Funds committed – to be completed by June 2011
Building of new taxi rank	Community Services	R 7 000 000.00	COGTA	Ward 22	Municipality's contribution to the project undertaken by Department of transport
Electrification of 377 rural households	Technical Services	R 2 490 000.00	DME		Funds committed – to be completed by February 2011
Formulate Land Use Management System (LUMS)	Technical Services	R 250 000.00	DLGTA	All wards	Funds committed – to be adopted by Council in September 2010
Facilitation of the construction of 880 low cost houses	Technical Services	R 2 500 000.00	Department of Housing		Housing grant provided by Dept of Housing
Upgrading of Mbangayiya Road	Technical Services	R 8 505 526.00	MIG		Funds committed – to be completed in February 2011
Upgrading of Babanango Roads Collector	Technical Services	R 8 008 670.00	MIG		Funds committed – to be completed in February 2011
Establishment of a testing facility for vehicle and drivers' licences	Protection Services	R 3 600 000.00	Internal	Ward 22	Funded from internal resources – to be completed in September 2010

## CONCLUDING COMMENT

This Service Delivery and Budget Implementation Plan forms an important part of the monitoring and control processes within the Ulundi Local Municipality; it strengthens accountability at all levels within the Municipality and should contribute to the improved delivery of services.

In year reporting in terms of Section 71 of the Municipal Finance Management Act, Act 56 of 2003 requires the accounting officer by not later than 10 working days after the end of each month to submit to the mayor and the provincial treasury a statement on the implementation of the municipality's budget reflecting the following:

- (a) actual revenue, by revenue source
- (b) actual borrowings
- (c) actual expenditure, by vote
- (d) actual capital expenditure, by vote
- (e) the amount of any allocations received and
- (f) actual spending on those allocations.

Section 72 of the Municipal Finance Management Act requires the accounting officer of a municipality by the 25<sup>th</sup> of January each year to –

- (a) assess the performance of the municipality during the first half of the financial year and
- (b) submit a report on such assessment to –
  - o the mayor of the municipality
  - o the provincial treasury
  - o the national treasury

The information generated by the SDBIP will benefit the municipality towards the realisation of a clear delivery programme and improve performance during the 2010 / 2011 financial year.